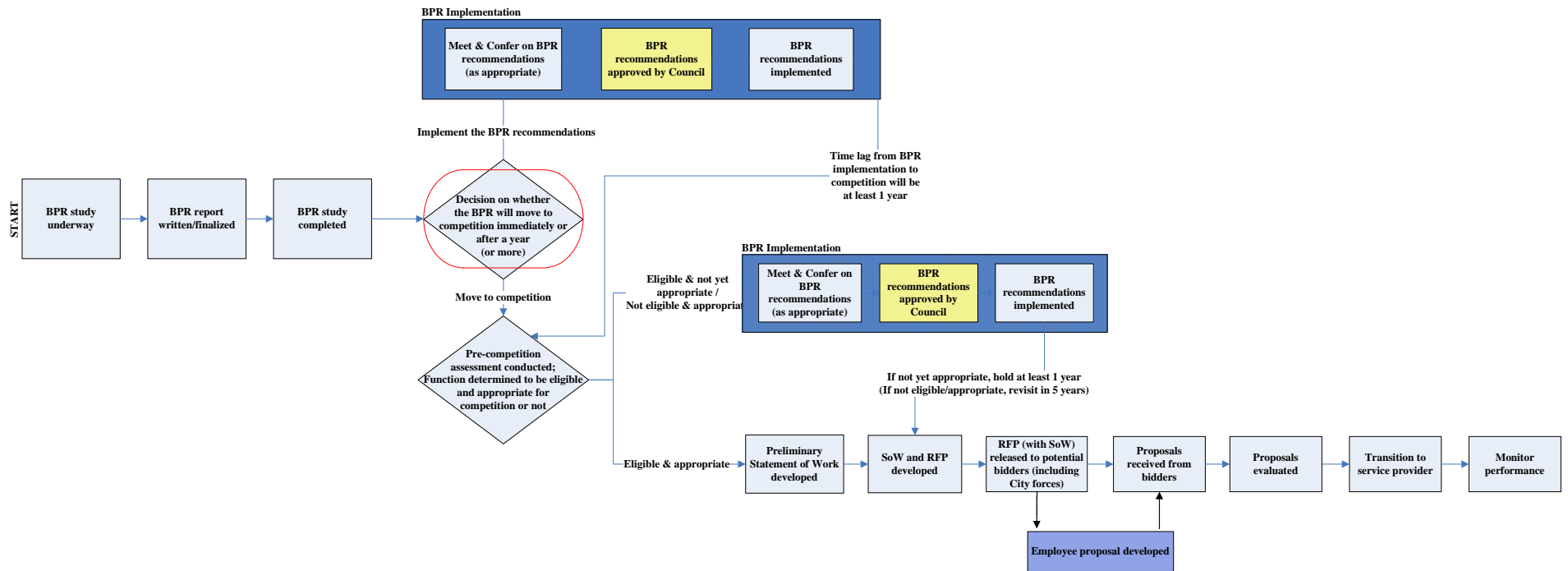


THIS DOCUMENT IS INTENDED TO PROVIDE AN OVERVIEW OF THE MAJOR MILESTONES INVOLVED WITH BPR
AND/OR MANAGED COMPETITION EFFORTS AND TO PROVIDE AN UPDATE ON THE CURRENT STATUS OF BPR AND
MANAGED COMPETITION EFFORTS.
LAST UPDATED AUGUST 8, 2008.

MAJOR MILESTONES OF BPR AND/OR MANAGED COMPETITION EFFORTS

STAGE	DESCRIPTION
BPR study underway	The BPR study has kicked-off (a charter initiates each study) and is in progress. The BPR effort consists of creating process maps and developing methods to improve process delivery, gathering benchmark information, and defining recommendation for moving to a Most Efficient Government Organization for service delivery.
BPR report being written/ finalized	After the BPR team completes its study work, its ideas must be documented along with an implementation plan or schedule.
BPR study completed	When the BPR team has developed its recommendations, these have been appropriately documented, and they have been approved by the Mayor and his Executive Team, the BPR study is considered completed.
Meet & Confer underway	In advance of BPR recommendations moving to Council for their approval, the City Meets & Confers with all impacted labor organizations.
Pre-competition assessment underway	<p>Most functions proceed from BPR study completion to pre-competition assessment, wherein a function is determined to be eligible and appropriate, ineligible and/or inappropriate, or not yet eligible and/or appropriate for competitive procurement. As of June 2008, when a function or group of functions is going to move from BPR study completion directly to Meet & Confer and to Council for approval of BPR recommendations, a pre-screening memo is written and forwarded to Council for information, explaining why the function or group of functions is not proceeding to pre-competition assessment.</p> <p>The pre-competition assessment is the first step in the managed competition process. As managed competition is organized around business functions, those BPR studies that were conducted organizationally (i.e., by Department rather than by function) are deconstructed into functions in advance of this stage of work.</p>
Council approved BPR recommendations	After a BPR study is completed and all Meet & Confer requirements (if any) have been met, BPR recommendations are taken to City Council for their approval. Once approved, BPR implementation begins.
BPR recommendations being implemented/implementation is completed	After a BPR study is completed and all Meet & Confer requirements (if any) have been met, BPR recommendations are taken to City Council for their approval. Once approved, BPR implementation begins.
Preliminary Statement of Work being developed	The preliminary Statement of Work (SoW) is intended to detail service specifications for functions that are being competitively procured. More simply, the preliminary SoW describes what it is that's being procured, how much of it is being procured (i.e., it includes workload specifications) and what are the associated technical delivery and performance standards. It serves as the foundation of the SoW and is provided for review by the Managed Competition Independent Review Board (MCIRB) and the City Council.
Statement of Work and Request for Proposals being developed	A Statement of Work defines what work it is that's being procured. It includes performance specifications and technical requirements. A Request for Proposals provides all of the surrounding information to the SoW to allow for the employee team and external vendors to prepare responsive and appropriate proposals. The Request for Proposals (RFP) includes, among other elements, terms and conditions for service delivery. The SoW and RFP development process is a detailed process that is critical for the success of the competition effort as these documents provide bounds for the contracts ultimately awarded through managed competition.

STAGE	DESCRIPTION
RFPs out for bid	After the SoW and RFP are developed, they are released to the employee proposal team and outside vendors. Interested parties have a window of opportunity for response during which time they develop proposals or 'bids.'
Proposals being evaluated/award decisions being made	Once proposals are received from outside vendors and the City's employee proposal team, they are evaluated to support a 'best value' decision for the City. The Managed Competition Independent Review Board recommends to the Mayor the proposal that provides the best value. If the recommendation is that the proposal of an outside vendor is the best value proposal, the Mayor will either forward this recommendation to City Council or will reject the recommendation.
Transitioning to service provider (employee team or outside vendor)	After an award decision is made, the City transitions to its new service provider or its new service provision model (this presumes that the employee team's proposal will suggest modifications in service processes).
Monitoring service delivery performance	After an award decision is made and the service provider (the employee team or an outside vendor) are providing the services that they proposed, the City will begin monitoring and auditing the performance of the provider.



STATUS OF FUNCTIONS IN BPR AND/OR MANAGED COMPETITION
AUGUST 8, 2008

CITY DEPARTMENT OR BPR STUDY AREA	FUNCTION	STATUS
City Clerk	Records management	<ul style="list-style-type: none"> BPR study completed. Needs assessment to inform implementation is underway.
Communications (Led by General Services, Communications Division)		BPR study underway.
Custodial Services (Led by General Services, Facilities Division)	Custodial service provision	<ul style="list-style-type: none"> BPR study completed. Pre-competition assessment results announced June 18, 2008. Proceeding directly to competitive procurement. Preliminary Statement of Work being developed.
Development Services Department	Hearing conduct and management	<ul style="list-style-type: none"> BPR study completed. Pre-competition assessment underway.
	Ministerial reviews and inspections	<ul style="list-style-type: none"> BPR study completed. Pre-competition assessment underway.
	Functions other than Hearing conduct and management and Ministerial reviews and inspections	BPR study completed.
Engineering & Capital Projects Department		<ul style="list-style-type: none"> Council approved BPR recommendations July 31, 2007. BPR recommendations being implemented.
Environmental Services Department	Solid waste collections services	<ul style="list-style-type: none"> BPR study completed. Pre-competition assessment results announced May 2, 2008. Proceeding directly to competitive procurement for approximately 1/5 of the solid waste collections service. Preliminary Statement of Work being developed.
	Container services: delivery and maintenance	<ul style="list-style-type: none"> BPR study completed. Pre-competition assessment results announced May 2, 2008. Proceeding directly to competitive procurement. Preliminary Statement of Work approved by Council July 28, 2008. Statement of Work being developed.
	Dead animal removal	<ul style="list-style-type: none"> Council approved BPR recommendations February 6, 2007. Pre-competition assessment results announced May 2, 2008. Proceeding directly to competitive procurement. Preliminary Statement of Work approved by Council July 28, 2008. Statement of Work being developed.
	Disposal operations	<ul style="list-style-type: none"> Council approved BPR recommendations February 6, 2007. Pre-competition assessment results announced May 2, 2008.

CITY DEPARTMENT OR BPR STUDY AREA	FUNCTION	STATUS
		<ul style="list-style-type: none"> Competitive procurement will not be considered until/unless the landfill's vertical height expansion is approved. BPR recommendations implemented.
	Fee booth operations	<ul style="list-style-type: none"> Council approved BPR recommendations February 6, 2007. Pre-competition assessment results announced May 2, 2008. Competitive procurement will not be considered until/unless the landfill's vertical height expansion is approved. BPR recommendations implemented.
	Miramar greenery operations	<ul style="list-style-type: none"> Council approved BPR recommendations February 6, 2007. Pre-competition assessment results announced May 2, 2008. Proceeding directly to competitive procurement. Preliminary Statement of Work being developed.
	Landfill maintenance & monitoring	<ul style="list-style-type: none"> Council approved BPR recommendations February 6, 2007. Pre-competition assessment completed May 2, 2008. Found ineligible for competition (inherently governmental). This function will not be reviewed again for eligibility and appropriateness for competition for at least five (5) years from May 2, 2008. BPR recommendations implemented.
Facilities Maintenance (Led by General Services, Facilities Division)	Facilities maintenance	<ul style="list-style-type: none"> BPR study completed. Pre-screening memo explaining the decision to move to BPR implementation rather than to pre-competition assessment sent to Council on June 9, 2008. In Meet & Confer.
Fire-Rescue Department	Fire-rescue service provision	<ul style="list-style-type: none"> Council approved BPR recommendations May 19, 2008. BPR recommendations being implemented. <p><i>Note:</i> Fire-rescue services are ineligible for managed competition as per Proposition A: Exemption of Core Public Safety Services from Managed Competition, which passed with 68% of the vote on June 3, 2008.</p>
	Lifeguarding	<ul style="list-style-type: none"> Council approved BPR recommendations July 31, 2007. BPR recommendations implemented. <p><i>Note:</i> Lifeguarding services are ineligible for managed competition as per Proposition A: Exemption of Core Public Safety Services from Managed Competition, which passed with 68% of the vote on June 3, 2008.</p>
Fleet Maintenance (Led by General Services, Transportation Division)	Fleet maintenance	<ul style="list-style-type: none"> Council approved BPR recommendations May 21, 2007. BPR recommendations implemented.

CITY DEPARTMENT OR BPR STUDY AREA	FUNCTION	STATUS
Grants & Gifts (Led by Administration Department)	Grant administration	<ul style="list-style-type: none"> Pre-competition assessment results announced May 2, 2008. Found to be ineligible for competition (inherently governmental). This function will not be reviewed again for eligibility and appropriateness for competition for at least five (5) years from May 2, 2008. Council approved BPR recommendations June 9, 2008. BPR recommendations being implemented.
	Grant identification and application	<ul style="list-style-type: none"> Pre-competition assessment results announced May 2, 2008. Found to be inappropriate for competition. This function will not be reviewed again for eligibility and appropriateness for competition for at least five (5) years from May 2, 2008. Council approved BPR recommendations June 9, 2008. BPR recommendations being implemented.
Homeland Security Department	Homeland Security	<ul style="list-style-type: none"> BPR study completed. Pre-competition assessment results announced June 18, 2008. Found to be inappropriate and/or ineligible for competition. This function will not be reviewed again for eligibility and appropriateness for competition for at least five (5) years from June 18, 2008. Council approved BPR recommendations July 14, 2008.
Human Resources		<ul style="list-style-type: none"> Council approved BPR recommendations October 17, 2006. BPR recommendations implemented.
Information Technology		<ul style="list-style-type: none"> Council approved BPR recommendations October 17, 2006. BPR recommendations implemented.
Library Department	Library materials circulation	<ul style="list-style-type: none"> BPR study completed. Pre-competition assessment results announced June 18, 2008. Found to be inappropriate for competition. This function will not be reviewed again for eligibility and appropriateness for competition for at least five (5) years from June 18, 2008. BPR recommendations docketed for Council approval. Will not appear on the docket until September 2008 as a result of full dockets and August legislative recess.
	Library delivery services	<ul style="list-style-type: none"> BPR study completed. Pre-competition assessment results announced June 18, 2008. Found to be inappropriate for competition at this time. Delivery services City-wide will be reviewed through a City Delivery Services BPR study. BPR recommendations docketed for Council approval. Will not appear on the docket until September 2008 as a result of full dockets and August legislative recess.
	Library materials purchasing	<ul style="list-style-type: none"> BPR study completed. Pre-competition assessment results announced June 18, 2008. Found to be inappropriate for competition. This function will not be reviewed again for eligibility and appropriateness for competition for at

CITY DEPARTMENT OR BPR STUDY AREA	FUNCTION	STATUS
		<p>least five (5) years from June 18, 2008.</p> <ul style="list-style-type: none"> ▪ BPR recommendations docketed for Council approval. Will not appear on the docket until September 2008 as a result of full dockets and August legislative recess.
	Library materials selection services	<ul style="list-style-type: none"> ▪ BPR study completed. ▪ Pre-competition assessment results announced June 18, 2008. Found to be inappropriate for competition. ▪ This function will not be reviewed again for eligibility and appropriateness for competition for at least five (5) years from June 18, 2008. ▪ BPR recommendations docketed for Council approval. Will not appear on the docket until September 2008 as a result of full dockets and August legislative recess.
	Library reference services	<ul style="list-style-type: none"> ▪ BPR study completed. ▪ Pre-competition assessment results announced June 18, 2008. Found to be inappropriate for competition. ▪ This function will not be reviewed again for eligibility and appropriateness for competition for at least five (5) years from June 18, 2008. ▪ BPR recommendations docketed for Council approval. Will not appear on the docket until September 2008 as a result of full dockets and August legislative recess.
MWWD		<ul style="list-style-type: none"> ▪ Council approved BPR recommendations May 21, 2007. ▪ BPR recommendations being implemented.
Park & Recreation Department	Park maintenance	<ul style="list-style-type: none"> ▪ BPR study completed. ▪ Report being finalized.
Police Department		<ul style="list-style-type: none"> ▪ Council approved BPR recommendations May 19, 2008. ▪ BPR recommendations being implemented. <p><i>Note:</i> Policing services are ineligible for managed competition as per Proposition A: Exemption of Core Public Safety Services from Managed Competition, which passed with 68% of the vote on June 3, 2008.</p>
Position Classification (Led by Personnel Department)		BPR study was expected placed on indefinite hold. This is a non-Mayoral function.
Publishing Services Division (General Services Department)	Bindery and reproductive services	<ul style="list-style-type: none"> ▪ BPR study completed. ▪ Pre-competition assessment results announced May 2, 2008. Found to be inappropriate for competition at this time. ▪ In Meet & Confer.
	Graphic design	<ul style="list-style-type: none"> ▪ BPR study completed. ▪ Pre-competition assessment results announced May 2, 2008. Found to be inappropriate for competition at this time. ▪ In Meet & Confer.
Purchasing & Contracting Department		<ul style="list-style-type: none"> ▪ Council approved BPR recommendations October 9, 2006. ▪ BPR recommendations being implemented.

CITY DEPARTMENT OR BPR STUDY AREA	FUNCTION	STATUS
Reservoir Recreation (Led jointly by the Park & Recreation and Water Departments)	Reservoir recreation	<ul style="list-style-type: none"> ▪ BPR study completed. ▪ Pre-screening memo explaining the decision to move to BPR implementation rather than to pre-competition assessment sent to Council on June 16, 2008. ▪ BPR recommendations being docketed for Council approval.
Streets Division (General Services Department)	Pavement markings & sign maintenance	<ul style="list-style-type: none"> ▪ BPR study completed. ▪ Pre-competition assessment results announced May 2, 2008. ▪ Proceeding to competitive procurement after packaging review.
	Sidewalk maintenance	<ul style="list-style-type: none"> ▪ BPR study completed. ▪ Pre-competition assessment results announced May 2, 2008. ▪ Proceeding to competitive procurement after packaging review.
	Storm drain maintenance	<ul style="list-style-type: none"> ▪ BPR study completed. ▪ Pre-competition assessment results announced May 2, 2008. ▪ Proceeding to competitive procurement after packaging review.
	Street light maintenance	<ul style="list-style-type: none"> ▪ BPR study completed. ▪ Pre-competition assessment results announced May 2, 2008. ▪ Proceeding to competitive procurement after packaging review.
	Street maintenance	<ul style="list-style-type: none"> ▪ BPR study completed. ▪ Pre-competition assessment results announced May 2, 2008. ▪ Proceeding to competitive procurement after packaging review.
	Street sweeping	<ul style="list-style-type: none"> ▪ BPR study completed. ▪ Pre-competition assessment results announced May 2, 2008. ▪ Proceeding directly to competitive procurement. ▪ Preliminary Statement of Work docketed for Council review on July 28, 2008. Council continued the hearing of this item until September 8, 2008. ▪ Statement of Work being developed.
	Traffic signal maintenance	<ul style="list-style-type: none"> ▪ BPR study completed. ▪ Pre-competition assessment results announced May 2, 2008. ▪ Proceeding to competitive procurement after packaging review.
Storm Water Division (General Services Department)	Storm water pollution prevention	<ul style="list-style-type: none"> ▪ BPR study completed. ▪ Pre-competition assessment results announced June 18, 2008. Found to be ineligible for competition. ▪ This function will not be reviewed again for eligibility and appropriateness for competition for at least five (5) years from June 18, 2008. ▪ Council approved BPR recommendations July 14, 2008.
Water Department	Water Department management	<ul style="list-style-type: none"> ▪ Council approved BPR recommendations May 19, 2008. ▪ BPR recommendations being implemented.